

THE ARMY ACQUISITION WORKFORCE CAMPAIGN PLAN

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Introduction

As the Army's Director for Acquisition Career Management (DACM), LTG John S. Caldwell Jr. has captured his vision for the acquisition community in the Army's Acquisition Workforce Campaign Plan. The Acquisition Workforce Campaign Plan is an initiative to ensure that the workforce is postured, sized, and trained properly as well as equipped with the right tools at the right time to support Army transformation now and in the future. As the Army is changing to meet the emerging and dynamic threat of terrorism, the workforce must adapt accordingly.

The acquisition workforce is serving at a critical time in its history—facing a retirement-driven talent drain—with as much as 50 percent of the workforce expected to be retirement-eligible in the coming years. At the same time, the workforce is expanding, with the approval of the Science and Technology (S&T) Manager and Facilities Engineering (FE) career fields. Further, the Army is realigning itself, and resources to support the expanding acquisition workforce will be scarce.

Operating in this resource-constrained environment provides an opportunity for the acquisition community to reassess its current programs and consider new ones to meet the emerging threat. The acquisition workforce must not forget that it is ultimately charged with providing the systems and support for a strategically responsive force, enabling warfighters to be armed with combat capabilities to dominate across the full spectrum of operations.

Workforce Status

The Army's acquisition workforce is comprised of more than 43,000 members, including the recent assimilation of more than 15,000 new members

resulting from the refined Packard definition of the workforce. These numbers include both military and civilian personnel, with nearly 2,000 military officers (approximately 5 percent). Within the workforce membership, there are more than 9,000 critical acquisition positions (i.e., GS-14 (or equivalent personnel demonstration broadband level) or lieutenant colonel and above) of which all incumbents are required to be Army Acquisition Corps (AAC) members. The workforce further breaks down into 11 career fields, including the recently approved S&T Manager and FE career fields. Assimilation of these new career fields is underway, and they are expected to bring an additional 15,000 new members into our workforce. This adds to the number of challenges we will face now and in the near future. These challenges must be actively addressed to ensure that our workforce is postured to meet its transformation objectives.

Challenges

Acquisition workforce members have a responsibility to recognize challenges and to play a proactive role in addressing them. Support from the Army's leadership down to each workforce member is essential if the Army is to be successful in maintaining its status as the world's premier fighting force. Although the workforce appears healthy on the surface, it must be proactive in maintaining relevance and credibility, providing programs that develop leaders, enabling transformation, supporting the war on terrorism, and attracting and retaining the best personnel to accomplish the mission. Specific challenges in addressing these tasks include the following:

- Strengthening our relationship with the warfighter;

- Maintaining the professionalism of the assimilated workforce;
- Managing the Army's realignment;
- Developing programs and strategies to attract and retain a skilled workforce;
- Handling the predicted retirement wave;
- Directing civilians with no centralized management; and
- Securing funds for training, education, and experience opportunities.

Strategic Objectives

The DACM has established three strategic objectives to address the above challenges. Achieving these objectives will transform the Army acquisition community and accomplish the defined mission of the workforce. A discussion of these objectives follows.

Strengthen our relationships with the warfighter. Operational Army personnel may not fully appreciate the role acquisition workforce members play in assisting them in mission accomplishment. As "An Army of One," these personnel must understand that the AAC is just as much a functional part of them as the armor, infantry, or signal branch. The message must be conveyed that the same leadership qualities are required and exemplified in the AAC as they are elsewhere in the Army. An outreach/communications plan to interface with the rest of the Army and beyond will be critical to the success of this objective. This plan includes identifying systems displayed at the annual Association of the United States Army (AUSA) symposium as "Brought to you by the AAC." The plan also includes publishing "good news" acquisition articles in operational career field publications. Other initiatives being considered include the following:

- Have program, project, and product managers (PMs) and Army Training and Doctrine Command (TRADOC) systems managers (TSMs) host and visit brigade and battalion commanders who use their systems;
- Establish a collaborative, Web-based environment for PMs, TSMs, and warfighters;
- Develop "greening" assignments for civilian acquisition workforce members;

- Develop a DACM briefing campaign for presentation *outside* the acquisition community; and
- Invite brigade and battalion commanders to conferences promoting the AAC and its systems.

Provide the workforce a clearly defined environment that encourages and offers career opportunities and leader development at all levels. The workforce requires education, experience, and training opportunities to maintain its competitive edge in developing state-of-the-art systems and providing services to warfighters. People are the most critical resource of our workforce. As such, workforce personnel must stay abreast of technological advances and laws and regulations that govern the acquisition process.

Acquisition workforce personnel must have current skills, and they must be afforded career-broadening opportunities that will enable them to adapt to transformation challenges. In addition, personnel must be innovative because they are required to mature and quickly integrate technologies. Finally, the acquisition community must groom the best individuals to assume key leadership positions within the Army. Our workforce must not be sold short—the return on any investment in its people will be considerable. As such, existing career-broadening programs must be assessed, new ones considered, and financial resources secured. The following initiatives are being considered:

- Implementing a task force to consider establishing a formal civilian PM model; developing post-utilization programs for PMs, Senior Service College (SSC) graduates, and individuals on long-term training; and developing initiatives to increase the civilian PM selection rate;
- Securing funding for the necessary education, training, and experience opportunities;
- Developing Intermediate Learning Education (ILE) and Qualification courses (Q-course);
- Evaluating career patterns for AAC officers;
- Conducting enlisted assimilation; and
- Continuing to improve the Competitive Development Group (CDG) Program.

Develop a technically competent acquisition workforce that is responsive to the current and future needs of the Army's transformation. The Army transformation represents the strategic transition from Cold War designs to preparing for the new millennium. The Army is transforming to become strategically responsive and dominant across the full spectrum of military operations. Transformation is about more than technology; it's also about training the workforce and developing leaders who are agile, versatile, and adaptive.

The Interim Force bridges an operational gap that has existed since the end of the Cold War and lays the doctrinal foundation for the Objective Force. The Army is transforming itself to meet the requirements of today and the future—a long-term process that will change its culture. Subsequently, initiatives must attract the talent, provide the training, and develop the leaders required to achieve a successful transformation. Initiatives being considered include:

- Partnering with OSD to develop recruitment, hiring, and retention strategies and initiatives;
- Identifying Objective Force and other high-profile developmental assignments;
- Pursuing or continuing advanced education and training opportunities such as SSC Fellowships, Training With Industry, Naval Postgraduate School, and Ph.D. programs;
- Leveraging opportunities to recognize and reward personnel accomplishments in support of the Army's transformation; and
- Expanding the Acquisition Personnel Demonstration Project, and aligning with OSD to create a new, single acquisition personnel system for all DOD personnel.

How You Can Help

Everyone plays a role in ensuring that workforce personnel are provided the right education, training, and experience opportunities to support the warfighter. From the Army's leadership to the individual workforce member, everyone plays a critical role in our workforce's transformation. Thus, personnel must leverage opportunities to strengthen relationships with the

warfighter, seek opportunities to promote the workforce and communicate its role in equipping the force, encourage and offer career opportunities and leadership development at all levels, and be aware of the workforce's role in transformation and the war on terrorism.

The Army's Acquisition Workforce Campaign Plan is a strategic vision of how the workforce must transform. Personnel must be committed to developing tomorrow's leaders, maintaining relevance, establishing the acquisition community as the premier place to work, and evolving to support the war on terrorism and enable Army transformation.

The Army's Acquisition Workforce Campaign Plan is a living document, and any comments you may have are welcome. The plan will be available in the future on the Acquisition Support Center (ASC) home page at <http://asc.rdaisa.army.mil/>. For further information, contact Ross Guckert, Acquisition Support Center, at (703) 704-0129 or at ross.guckert@us.army.mil.

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